
PUBLIC SAFETY



FIRE-RESCUE

MISSION STATEMENT

The mission of Norfolk Fire-Rescue is to protect life, property, and the environment by minimizing the impact of fires, medical emergencies, hazardous materials, and other disasters and events affecting the community.

DEPARTMENT OVERVIEW

Norfolk Fire-Rescue is divided into six major functional areas as follows:

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response.

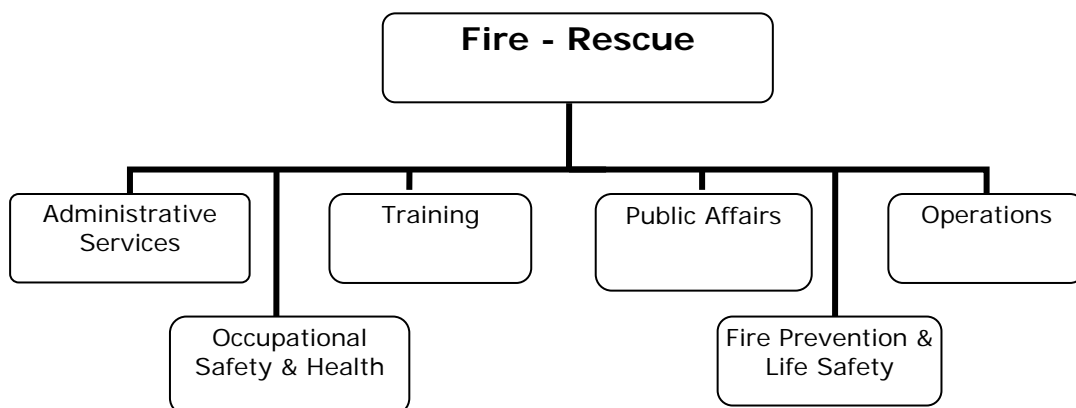
Fire Prevention and Life Safety: Responsible for enforcement and life safety services provided by the department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections.

Training: Responsible for all personnel training and certification programs provided by the department in the subject areas of basic recruit, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

Administrative Services: Responsible for payroll and employee benefits administration, accounts payable, and accounts receivable, budgeting and fiscal management, grants administration, procurement and supply, clerical and administrative support.

Public Affairs: Responsible for public outreach programs, media relations and public information, marketing, information technology, performance measurement, quality assurance/quality improvement, strategic planning, recruitment, and workforce planning accreditation.

Occupational Safety & Health: Firefighter health and wellness programs, emergency incident and workplace safety, disability management, risk management, and loss prevention.



BUDGET HIGHLIGHTS

The total FY 2007 budget for Fire-Rescue Services is \$35,252,800. This is a \$1,062,200 increase over the FY 2006 budget. This is a 3.1 percent increase over the FY 2006 budget. This increase is attributable to personnel; enhanced skill level training; additional Operation Officers to assist in departmental functions; and one-time and ongoing funds to provide infrastructure repairs and maintenance.

KEY GOALS AND OBJECTIVES

- Promptly respond to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.
- Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.
- Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.
- Deploy an ambulance to the scene of a life threatening medical emergency in eight minutes or less, 90 percent of the time.
- Contain structure fires to the area, room, or structure of origin, 90 percent of the time.
- Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.
- Ensure successful convictions of arson related arrests, 100 percent of the time.
- Provide fire and life safety education programs to the public school system and the community.
- Provide child car safety seat inspections as requested.
- Conduct two firefighters recruit academies and train thirty new firefighter recruits annually.
- Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.

PRIOR YEAR ACCOMPLISHMENTS

Public Affairs

- Established the Office of Public Affairs, to include the branches of corporate communications, quality assurance/performance measurement, recruitment and public outreach.
- Assisted in the development of an RFP for consulting services for the 2006 promotion process; participated in evaluation of proposals and recommended award to Morris & McDaniels.

- Completed configuration of databases for implementation of Telestaff, an automated staffing software program.
- Participated in promotion assessment centers in Raleigh, NC and Philadelphia, PA.
- Coordinated new map roll for lap-top computers in emergency vehicles.
- Worked with Human Resources to begin revising the current written entrance examination for firefighter/recruits.

Occupational Health & Safety

- Worked with Disability Management in the update of the City policy concerning health and physical standards for public safety employees.
- Drafted SOP to reinstitute random drug testing.
- Completed final draft of firefighter significant injury report for 3407 Dunkirk Avenue.
- Developed revised procedures for the NFR Accident Review Board.
- Developed "buckle up for safety" training program for firefighters.

Fire Prevention & Life Safety

- Re-structured Fire Marshal's Office into Office of Fire Prevention & Life Safety to include a code enforcement branch and an arson/haz-mat investigations branch.
- Implemented a K-9 accelerant detection program in cooperation with the Federal Bureau of Alcohol Tobacco and Firearms.
- Formed joint Police-Fire bomb squad and began training and equipment procurement.
- Completed child safety seat technician training for the personnel assigned to Fire Stations #4 and #6.

Administrative Services

- Completed analysis of civilian administrative staff needs for the NFR.
- Implemented a revised internal process for procurement of goods and services.
- Published a booklet of NFR Core Values.
- Completed revision of Standard Operating Procedures (SOPs) for Fire-Rescue Emergency Operations.
- Developed task and project management programs.
- Developed and implemented an administrative format for work flow through the Fire Chief's Office.
- Awarded FEMA Assistance to Firefighters Grant totaling over \$800,000 for the replacement of self contained breathing apparatus.

Fire-Rescue Operations

- Implemented Master Firefighter and Field Training Instructor programs.
- Implemented study with the Eastern Virginia Medical School (EVMS) and Northfield Laboratories to test the effectiveness of Polyheme, a blood substitute with oxygen carrying capabilities.
- Placed in service two new medic units and ordered four new fire engines.
- Completed Phase II of the project to install diesel exhaust systems in all fire stations.
- Completed Phase II of the project to install emergency electrical generators in all fire stations.
- Established a Hazardous Materials Task Force at Fire Station #7 (ODU) and a Technical Rescue Task Force at Fire Station #14 (Norview).
- Established a Mass Casualty Task Force at Fire Station #4 (Poplar Halls) and base of operations for the regional Metropolitan Medical Response System equipment cache.
- Formed a national Disaster Medical Assistance Team in cooperation with York County Fire and Life Safety, Virginia Office of Emergency Medical Services, and the Federal Emergency Management Agency – National Disaster Medical System.
- Decentralized the NFR logistics and supply facility at Cecelia Street and established specialty shops at various stations including personal protective equipment (Station #9), uniforms (Station #16), medical supplies (Station #2), communications equipment (Station #10), portable tools and equipment (Station #11), and extinguishers (Station #10).
- Placed in service new Medic #4 (Poplar Halls) to better cover EMS in the Military Highway corridor.
- Relocated staff and front-line equipment from Fire Station #3 (East Virginia Beach Boulevard) to accommodate the pending Union Mission move.
- Implemented EMS alternative transport study in cooperation with the Tidewater OEmergency Medical Services Council (TEMS) and EVMS.

Fire-Rescue Training

- Completed basic recruit training of two concurrent academies comprised of over 50 new firefighter/recruits due to the PSREP and other retirements/separations.
- Developed a curriculum and applied for accreditation by the Virginia Office of Emergency Medical Services as an EMT-Intermediate Training Site.
- Completed training programs to bridge all personnel certified as EMT-Shock Trauma to EMT-Enhanced.

Expenditure Summary

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED
Personnel Services	29,094,606	31,611,291	31,713,565	32,341,276
Materials, Supplies, and Repairs	1,862,843	1,942,229	2,054,624	2,577,976
General Operations and Fixed Cost	300,434	320,364	418,811	330,748
Equipment	50,119	33,307	3,600	2,800
TOTAL	31,308,002	33,907,191	34,190,600	35,252,800

Programs & Services

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED	POSITIONS
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ADMINISTRATION

Administrative & Leadership Services	1,317,837	2,073,694	2,093,868	23
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Provide the best possible quality fire suppression and prevention, emergency medical, hazardous materials, and heavy and tactical rescue services through leadership, coordination, planning and management.

DIVISION OF TRAINING

Training & Staff Development	2,208,448	1,750,137	2,370,379	13
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Provide initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.

Operations	28,271,194	29,271,624	29,657,161	458
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Fire Suppression & Control Provide emergency response operations to include: the removal of victims from burning structures; care and treatment of injuries; protection of adjacent structures to minimize the damage of spreading fire; the containment of fire to room, section, or structure of origin; and limit damage to physical property.

Programs & Services

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED	POSITIONS
<p>Emergency Medical Services: Provide emergency response operations to include: the treatment of sick or injured patients; transporting sick and injured patients to the appropriate medical facilities; and reducing the morbidity and mortality associated with emergency medical and traumatic conditions.</p> <p>Hazardous Materials Services: Emergency response operations to include: the containment of environmental threats associated with hazardous materials; removal, decontamination and treatment of victims exposed to hazardous materials; minimization of the effects of exposure to hazardous materials; and providing timely information about hazardous materials.</p>				
Prevention	1,080,934	1,095,145	1,131,392	14
<p>Inspection: Prevent loss of life and property through inspections, public education, and fire code enforcement.</p> <p>Investigation: Investigate arson and hazardous material fires, which lead to the identification, apprehension, and prosecution of perpetrators.</p>				
TOTAL	33,907,191	34,190,600	35,252,800	508

Strategic Priority: Public Safety

TACTICAL APPROACH

Emergency Response

PROGRAM INITIATIVE	FY 2004	FY 2005	FY 2006	FY 2007	CHANGE
Percent of fire calls with emergency response of 4 minutes or less (performance standard = 90%)	60.9%	59.9%	68.4%	80.0%	17.0%
Percent of fires confined to the room, section, or structure of origin (performance standard = 90%)	82.5%	83.0%	85.0%	87.0%	2.4%
Percent of EMS calls with advanced life support response of 6 minutes or less (performance standard = 90%)	68.7%	71.0%	79.7%	85.0%	6.6%

Strategic Priority: Public Safety

TACTICAL APPROACH

Code Enforcement

PROGRAM INITIATIVE	FY 2004	FY 2005	FY 2006	FY 2007	CHANGE
Percent of pre-fire plans completed on high-rise structures, hospitals, nursing homes, schools, and retirement/assisted living facilities (performance standard = 100%)	IMPLEMEN- TATION PHASE	10%	25%	25%	NO CHANGE
Percent of reported fire code violations inspected within 48 hours of identification (performance standard = 100%)	100%	100%	100%	100%	NO CHANGE
Percent of arson cases cleared (performance standard = 100%)	99%	100%	95%	99%	4.0%
Percent of fires where cause and origin were determined (performance standard = 100%)	100%	100%	93%	98%	5.0%

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Accountant I	OPS10	31,504	50,362	1		1
Accounting Technician	OPS07	24,871	39,762	1		1
Administrative Assistant II	MAP03	31,215	49,900	1		1
Administrative Secretary	OPS09	29,090	46,508	1		1
Assistant Fire Chief	FRS10	81,625	99,453	4		4
Assistant Fire Marshal	FRS06	46,688	67,617	2		2
Battalion Fire Chief	FRS09	67,181	90,351	15		15
Business Manager	MAP08	42,207	67,471	1		1
Chief of Fire-Rescue	EXE03	81,548	141,018	1		1
Deputy Chief of Fire-Rescue	FRS11	85,690	104,404	1		1
Deputy Fire Marshal	FRS08	53,603	77,635	1		1
Fire Captain	FRS08	53,603	77,635	49		49
Fire Inspector	FRS05	42,129	64,105	7		7
Fire Lieutenant	FRS06	46,688	67,617	31		31
Fire Marshal	FRS09	67,181	90,351	1		1
Fire/Paramedic Lieutenant	FRS07	49,054	71,045	7		7

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Firefighter EMT	FRS02	38,222	47,736	44		44
Firefighter EMT-Enhanced	FRS03	34,626	52,691	199		199
Firefighter EMT-C	FRS04	36,473	55,500	13		13
Firefighter EMT-P	FRS05	42,129	64,105	91		91
Firefighter Recruit	FRS01	33,000	33,000	27		27
Management Analyst I	MAP06	37,325	59,669	1		1
Operations Officer I	OPS06	23,029	36,814	0	6	6
Staff Technician I	OPS08	26,885	42,978	1		1
Support Technician	OPS06	23,029	36,814	2		2
SUBTOTAL				502	6	508
OVER HIRES				6	0	6
TOTAL				508	6	514

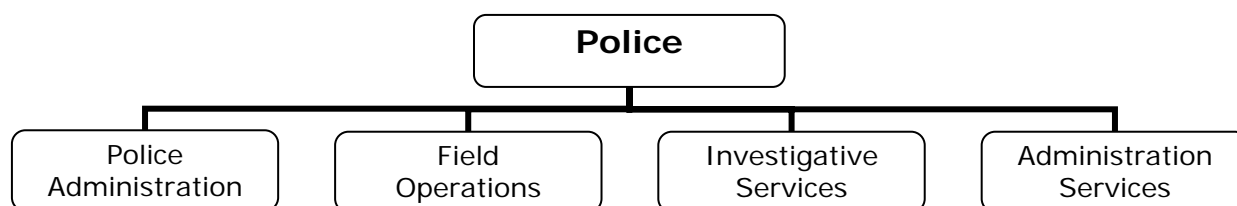
POLICE

MISSION STATEMENT

The mission of the Norfolk Police Department is to provide protection and police services responsive to the needs of the citizens of Norfolk.

DEPARTMENT OVERVIEW

The department is structured to deliver service to the citizens of Norfolk in the most efficient and effective manner. Field Operations consist of patrolling the streets and combating crime. Investigative Services consists of investigating criminal acts. Administrative Services provides services and support to the entire department and to the public. An Assistant Chief of Police heads each bureau.



BUDGET HIGHLIGHTS

The total FY 2007 budget for the Police Department is \$57,125,200. This is an \$867,300 increase over the FY 2006 budget. This 1.5 percent increase is attributable to personnel and infrastructure enhancements. Included in the FY 2007 capital budget is funding for the replacement of the Firearms Training Facility and design funds for the Second Patrol.

KEY GOALS AND OBJECTIVES

- Provide police protection and police service responsive to the needs of the citizens of Norfolk
- Reduce crime
- Implement programs and tactics to increase apprehension of law violators
- Improve response to calls for service
- Provide for the effective and efficient operation of all aspects of the Police Department
- Enhance operations through appropriate direction and leadership
- Increase recruitment efforts to attract more qualified candidates and reduce sworn personnel turnover
- Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system
- Develop, coordinate, and provide training for all police personnel

PRIOR YEAR ACCOMPLISHMENTS

- Established a Third Patrol Division which will result in an increased number of patrol units working in smaller geographic areas, providing better police service and response to citizens.
- Opened the new NPD Training Center, which houses the Training and Second Patrol Divisions, Crime Prevention, Crime Analysis, and the Bomb Squad.
- Awarded Justice Assistance Grant to purchase an advanced GIS Crime Analysis Program, and COMPSTAT, which enables increased patrols of off-duty officers.
- Administered over 500 written exams in the Recruiting Application & Orientation Center (RAOC).
- Increased the number of Police Academies from two to four per year to meet the staff shortfall created by the early retirement incentive.
- Completed the transition and training of the Metro Tac Unit to form the Street Response Unit.
- Conducted Operation Triple Play, a multi-federal agency drug task force.
- Implemented a criminal intelligence software database for interdivisional use by the Narcotics Division and the Detective Division.
- Awarded a State Homeland Security Program grant to purchase equipment and supplies for Phase Two of the planned formation of a Bomb Recognition and Disposal unit.
- Awarded a Buffer Zone Protection Grant to purchase two police command vehicles and interoperability equipment.
- Designed a room within the Special Crimes Unit specifically for young children who are victims or witnesses to crimes. A mural of cartoon characters on the walls was created to form a relaxed environment to put children at ease and more comfortable during criminal investigations.

Expenditure Summary

	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED
Personnel Services	47,778,708	50,605,489	51,461,322	52,005,141
Materials, Supplies, and Repairs	2,568,020	2,575,303	2,867,384	3,386,327
General Operations and Fixed Cost	639,147	723,460	731,145	778,033
Equipment	933,179	927,888	925,656	925,656
All Purpose Appropriations	15,026	206,105	272,393	30,043
TOTAL	51,934,080	55,038,245	56,257,900	57,125,200

Program & Services

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 APPROVED	POSITIONS
POLICE ADMINISTRATION				
Leadership	951,927	952,880	1,171,956	8
Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.				
Leadership Support	749,102	904,902	644,748	11
Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.				
FIELD OPERATIONS				
Uniformed Patrol Services	31,354,817	32,665,471	30,613,127	463
Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, Harbor Patrol, Metro Tactical, K9, Crime Prevention, DARE, and School Crossing.				
INVESTIGATIVE SERVICES				
Vice/Narcotics	13,062,169	12,871,182	15,462,280	231
Provide criminal investigative services responsive to the needs of the citizens of Norfolk.				
ADMINISTRATIVE SERVICES				
Records Management & Training	6,840,494	6,624,584	6,967,087	136
Provide administrative and support police services including Central Records and Training.				
Administrative Support	2,079,736	2,238,881	2,266,002	37
Provide administrative and support services including Planning and Research, Strategic Management, Inspections, Personnel Liaison, Public Information and Crime Analysis.				
TOTAL	55,038,245	56,257,900	57,125,200	886

Strategic Priority: Public Safety, Education, Public Accountability

TACTICAL APPROACH:

Deliver public safety and law enforcement services while utilizing community oriented policing to develop safer neighborhoods.

PROGRAM INITIATIVE	FY 2004	FY 2005	FY 2006	FY 2007	CHANGE
Number of index crimes	14,882	13,939	15,501	15,501	No CHANGE
Number of index crimes per 1,000	63.5	58.6	65.2	65.2	No CHANGE
Number of index crimes cleared	2,475	2,107	2,095	2,095	No CHANGE
Percentage of index crimes cleared	17%	15%	14%	14%	No CHANGE
Number of index arrests	1,506	1,535	1,503	1,503	No CHANGE
Number of index arrests per 100,000	642	646	632	632	No CHANGE

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Accountant I	OPS10	31,504	50,362	1		1
Accounting Technician	OPS07	24,871	39,762	1		1
Administrative Secretary	OPS09	29,090	46,508	15		15
Animal Caretaker	OPS03	18,384	29,392	6		6
Animal Services Supervisor	MAP10	47,871	76,528	1		1
Assistant Chief Of Police	POL08	96,954	112,435	3	1	4
Chief of Police	EXE03	81,548	141,018	1		1
Compliance Inspector	OPS11	34,151	54,598	2		2
Custodian	OPS02	17,085	27,315	2		2
Fiscal Manager II	MAP10	47,871	76,528	0	1	1
Health & Fitness Facilitator	MAP04	33,106	52,926	1		1
Humane Officer I	OPS08	26,885	42,978	7		7
Humane Officer II	OPS11	34,151	54,598	1		1
Management Analyst I	MAP06	37,325	59,669	2		2
Management Analyst II	MAP08	42,207	67,471	6	-1	5
Management Analyst III	MAP09	44,932	71,833	1		1
Office Assistant	OPS03	18,384	29,392	3		3

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2006 Positions	Change	FY 2007 Positions
Operations Officer I	OPS06	23,029	36,814	27	12	39
Operations Manager	MAP10	47,871	76,528	0	1	1
Photographic Lab Technician	OPS08	26,885	42,978	2		2
Police Captain	POL07	77,910	90,351	11		11
Police Corporal	POL04	45,119	60,681	61		61
Police Identification Clerk	OPS06	23,029	36,814	8		8
Police Lieutenant	POL06	66,944	77,635	24		24
Police Officer I	POL02	34,650	34,650	64		64
Police Officer II	POL03	38,320	55,500	501		501
Police Planning Manager	SRM03	51,223	90,154	1	-1	0
Police Records & Identification Section Supervisor	MAP07	39,676	63,429	1		1
Police Recruit	POL01	33,000	33,000	27		27
Police Sergeant	POL05	52,826	71,045	54		54
Police Training and Development Manager	MAP07	39,676	63,429	1		1
Programmer/Analyst III	ITM02	42,401	67,784	2		2
Programmer/Analyst V	ITM05	51,507	82,339	1		1
Public Information Specialist II	MAP06	37,325	59,669	1		1
Stenographic Reporter II	OPS08	26,885	42,978	5		5
Support Technician	OPS06	23,029	36,814	29		29
TOTAL				873	13	886
OVER-HIRES				7	0	7
TOTAL				880	13	893

*Eleven Police Officer II positions, previously funded through the COPS grant, will be covered by City funds in FY 2007.

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